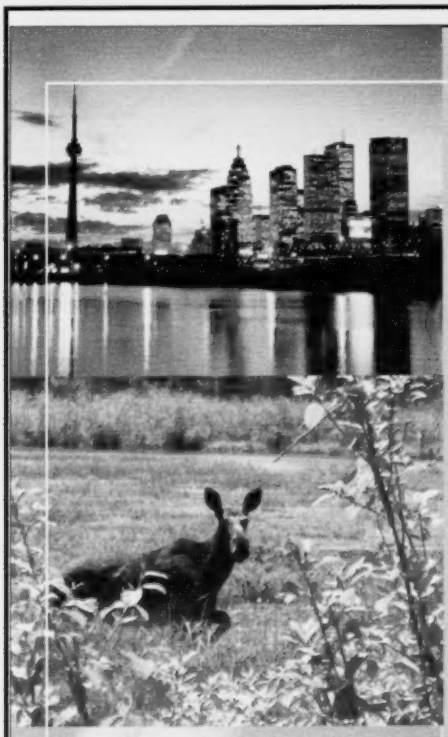
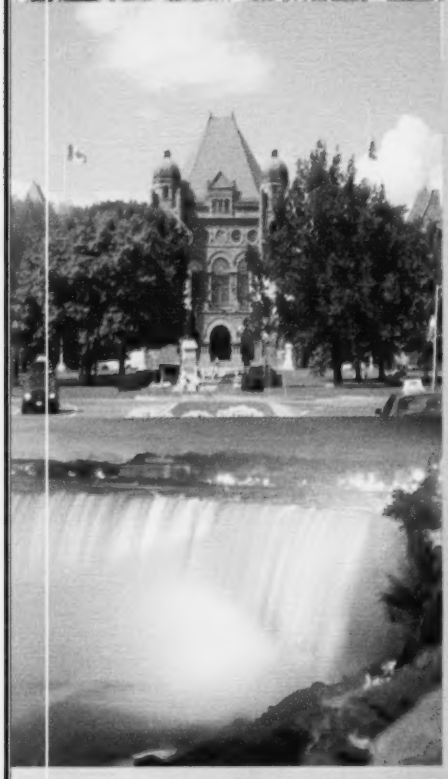




Ontario's 2008-09 Public Service Commission Report

Table of Contents

Message from the Chair 2

Executive Summary 3

Organizational Structure 5

Current Environment 7

Organizational Charts 8

Key HR Themes 10

Theme 1: Labour Market 10

Theme 2: Recruitment and Selection 13

Theme 3: Careers in Public Service Awareness 16

Theme 4: HR Governance 17

Theme 5: Employee Engagement 19

Theme 6: Labour Relations 22

Highlights of Other Initiatives 24

Appendices

- Appendix I: 2009 Employee Engagement Survey Placemat 25
- Appendix II: Ontario Public Service Staff Strength Reports 28

MESSAGE FROM THE CHAIR OF THE PUBLIC SERVICE COMMISSION

I am pleased to present Ontario's 2008-09 Public Service Commission Report.

Each and every day, Ontario Public Service (OPS) employees contribute to the lives of about 13 million Ontarians. We recognize that to best serve the people of Ontario, the OPS must continue towards being a modern public service, and must be an employer of first choice now and in the future.

An employer of first choice is an employer who achieves service excellence, innovation and high performance. It is an employer who offers interesting challenges, and opportunities for learning, career growth and advancement. It is an employer who has highly engaged employees with a strong sense of community and pride in the work they do.

To be an employer of first choice, the OPS must continue attracting new talent to the organization; talent that reflects the diversity of the population it serves. Building capacity is essential to ensure successful, ongoing public service delivery. Public service excellence is also dependent on an engaged workforce, one that is composed of people who are proud to say they work for the OPS and who demonstrate core public service values day after day.

I am proud to say that over the past year, the OPS has seen a number of achievements that better position us to be an employer of first choice. Just a few highlights include:

Release of the OPS HR Plan 2008 – 2011
Release of the Diversity Strategic Plan
Launch of the OPS Ambassadors Program
Full implementation of HR service delivery modernization

The effects of these initiatives are being felt throughout the OPS and are being recognized by external organizations. The OPS is gaining recognition as a great place to work, with its selection as one of Canada's Top Diversity Employers in 2008 and 2009, and as one of Canada's Top 100 Employers, one of the Top 75 Employers in the Greater Toronto Area, and a Best Employer for Canadians Over 50 for 2009.

We're proud of what we've accomplished, and confident that the OPS will continue to be recognized as an employer of first choice by both current and potential employees.

Morag McLean

Chair of the Public Service Commission of Ontario

EXECUTIVE SUMMARY – KEY HR THEMES

Theme 1: Labour Market

Planning for emerging business needs and changing customer expectations is the hallmark of an agile, responsible and responsive organization. Statistics show that Ontario's workforce is aging while birthrates continue to decline. This trend is leading to a decline in workforce capacity which will increasingly impact on our ability to deliver public services.

Ontario's strength is its diversity; organizations that recognize and capitalize on this are better positioned to succeed and are better able to effectively provide support and services to Ontario's diverse clients. The OPS Diversity Strategic Plan is helping the OPS to become an inclusive organization that reflects the rich diversity of Ontario, at all levels.

Theme 2: Recruitment and Selection

In today's environment the OPS is competing for talent like never before and must continue to find ways to attract and retain diverse talent in order to provide quality public service. The OPS must leverage our talent management program and learning and development opportunities to ensure that we have successors for key leadership, professional and service delivery roles.

To ensure success, the OPS is focusing on the following:

1. Recruitment Modernization
2. Youth and New Professionals Programs
3. OPS Ambassadors Program
4. Performance Management
5. Talent Management

Theme 3: Careers in Public Service Awareness

An employer of first choice is an employer who achieves service excellence, innovation and high performance. It is an employer who offers interesting challenges, and opportunities for learning, career growth and advancement. It is an employer who has highly engaged employees with a strong sense of community and pride in the work they do.

The vision of being an employer of first choice identifies the kind of organization the OPS is striving to be now and in the future. We know that we have a lot to offer and we are developing a strategy to differentiate ourselves from other employers through the OPS Employment Branding initiative.

Theme 4: HR Governance

In order to be a dynamic and efficient public service, it is essential that we have the right HR supports in place. A strong HR governance model to support our business and our employees in delivering high-quality, cost-effective public service is essential.

To further enhance HR governance, the OPS has undertaken the following:

- Release of a new multi-year OPS HR Plan
- Establishment of HROntario – HROntario brings together all HR and business transformation services as one, integrated team in order to meet and exceed the needs of our clients
- Full implementation of HR Service Delivery Transformation

As we move forward, the OPS is reviewing its current HR management framework to ensure it is modern, efficient and meets the needs of the organization.

Theme 5: Employee Engagement

Creating a work environment that is inclusive and engaging for all staff is critical. Increased employee engagement (employee job satisfaction and commitment to organizational goals) contributes to high performance and improved service delivery, which in turn increases customer satisfaction.

The OPS HR Plan 2008 – 2011 outlines how the OPS will increase engagement across the organization. The OPS aims to ensure all employees feel valued and engaged in the work they do by building on current initiatives such as:

- Biennial Employee Engagement Survey
- Offering a wide range of learning and development opportunities
- Releasing the OPS Wellness Strategy
- Creating an inclusive work environment
- Developing flexible work arrangements
- Engaging frontline service delivery staff.

Theme 6: Labour Relations

Approximately 86% of the OPS workforce is represented by bargaining agents and we are committed to building strong relationships with our bargaining agent partners. Employee Relations had an exceptionally busy year with all eight collective agreements expiring by June of this year.

Through our collective bargaining process, our key objective was to ensure agreements provided the government with the flexibility to provide quality services to citizens, while being fair and reasonable to our employees.

Organizational Structure

Description of the PSC and HROntario

The Public Service Commission (PSC) provides enterprise-wide direction for the effective management of human resources in relation to Ontario's public servants. More specifically, the PSC is responsible for:

> defining an HR governance model and PSC-level authorities

> issuing directives and policies for the effective management of human resources

> ensuring that the employment of public servants is based on non-partisan practices

> considering various employment actions, including appointments at the assistant deputy minister level and dismissal without cause.

The PSC is supported by HROntario. In 2008, the Ministry of Government Services undertook a re-organization of its divisions responsible for human resources management. For the first time, these divisions were brought together to form HROntario.

Under the leadership of Associate Deputy Minister, Angela Coke, HROntario is leading the OPS in becoming an employer of first choice through the delivery of best-in-class services and strategies.

HROntario Mission:
To ensure the OPS has the right people, in the right place, at the right time to achieve government priorities and ministry business results by:

- Developing and delivering modern enterprise human resource strategies, policies, programs and services that support the OPS as an employer of choice
- Establishing corporate management policies to ensure an accountable, professional public service
- Building OPS transformation capacity, and promoting organizational and service excellence

HROntario (HRO) comprises 5 divisions:

> Centre for Leadership and Learning

> HR Management and Corporate Policy Division

> Employee Relations Division

> HR Service Delivery Division

> Modernization Division

Centre for Leadership and Learning (CFLL) is responsible for fostering an enterprise-wide leadership and management culture, providing an enterprise-wide approach for attracting and retaining youth and new professionals, providing an enterprise-wide approach for learning and development, and for the administration of an open and transparent public appointments process.

HR Management and Corporate Policy (HRMCPD) develops and implements HR management strategies, policies, programs and practices that support the role of the OPS as a corporate employer. This includes facilitating the ministry's policy and legislative agenda, as well as providing research and metrics to support HR planning, performance measurement, compensation and collective bargaining.

Employee Relations Division (ERD) provides employee and labour relations support. Its priorities this year are collective bargaining, driving the new labour relations strategy, and building upon the launch of the new Centres for Employee Relations and Employee Health, Safety & Wellness. Additionally, the Division is responsible for developing a comprehensive and integrated physical security program, as well as security screening checks for the OPS through its Security Services and Contingency Planning Branch.

HR Service Delivery Division (HRSDD) is responsible for the delivery of best-in-class recruitment services, solution focused regionally-based effective HR advice and services, and strategic HR business services.

The Modernization Division is responsible for building and enhancing capacity to create, implement and sustain transformational change within the OPS. The Division supports modernization objectives by providing management frameworks, methodologies, tools, learning and consulting services.

Although not part of HROntario, the Diversity Office develops and implements priorities including an overarching Diversity Framework and a Diversity Strategic Plan; initiatives to drive the Diversity Strategy; the Accessibility Leadership Strategy (ALS) and the development of an enterprise multi-year implementation plan.

Current Environment

What does the Ontario Workplace look like?

66,479 There are 66, 479 employees in the OPS – approximately one employee for every 184 Ontario citizens.

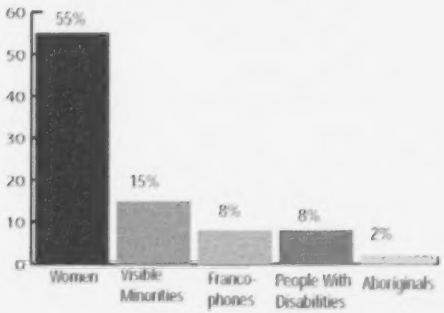
19% 19 percent of the OPS workforce is eligible for retirement within five years.

86% 86 percent of OPS employees belong to a union/bargaining group.

45 YEARS The average regular employee is 45 years and has 14 years of service with the OPS.

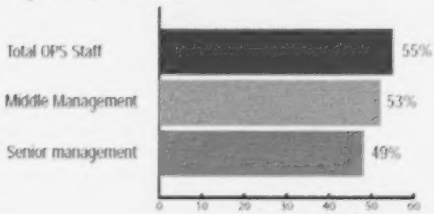
Regular vs. Fixed Term
84.5 percent of the OPS is comprised of regular employees, with 15.5% being fixed term.

Diversity of OPS Workforce

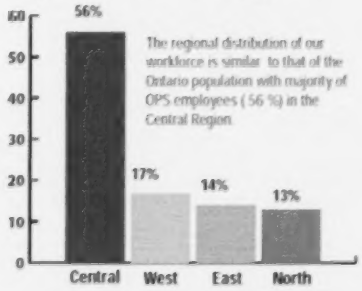


All diversity data except that for women comes from 2009 Employee Survey and therefore dependent on self identification.

Proportion of OPS Workforce that are Women

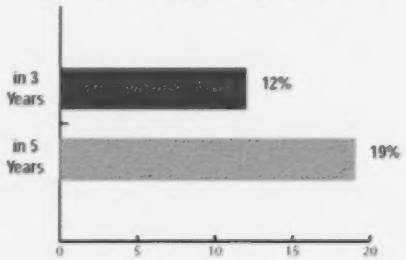


Regional Distribution of OPS Employees

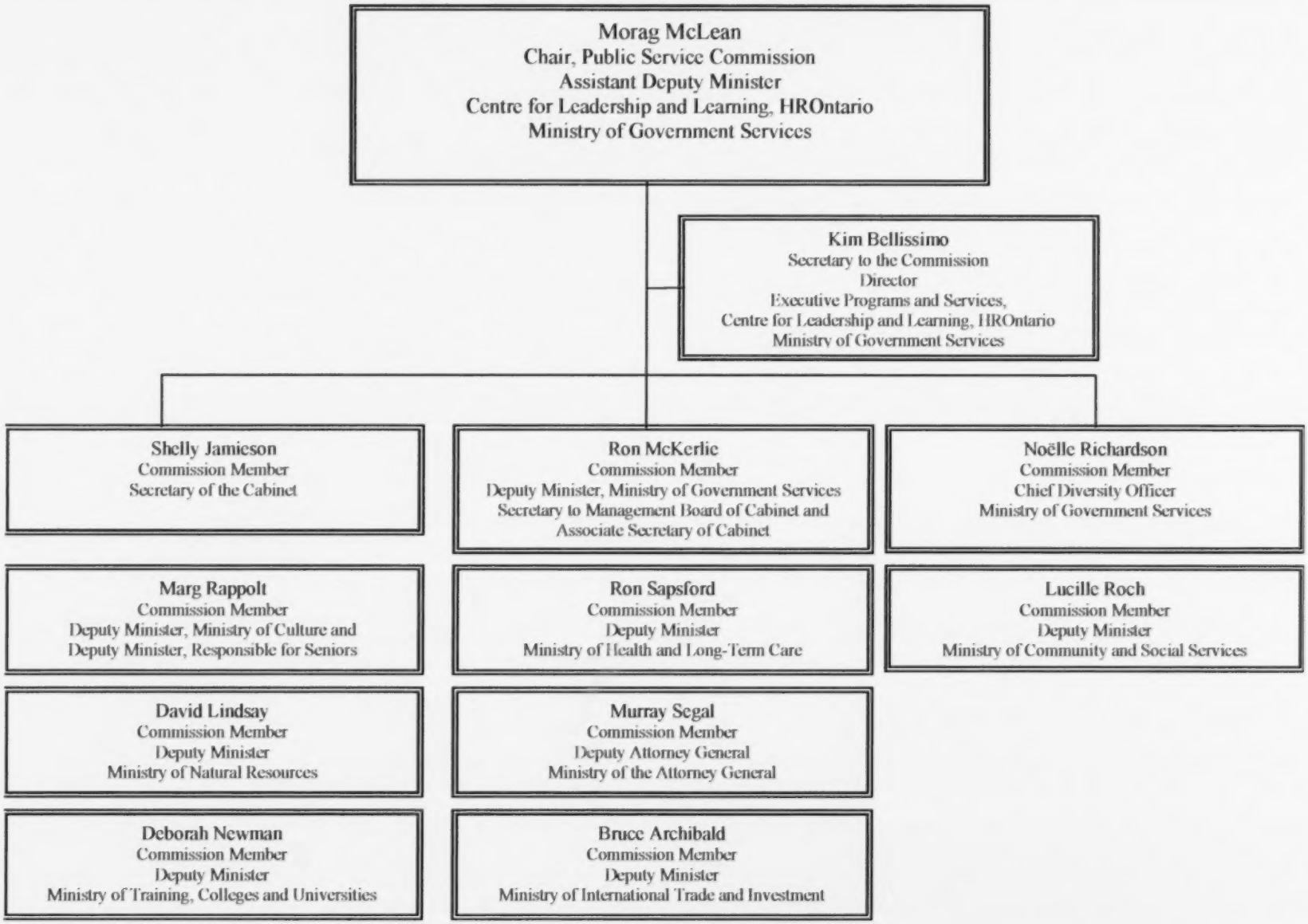


The regional distribution of our workforce is similar to that of the Ontario population with majority of OPS employees (56 %) in the Central Region.

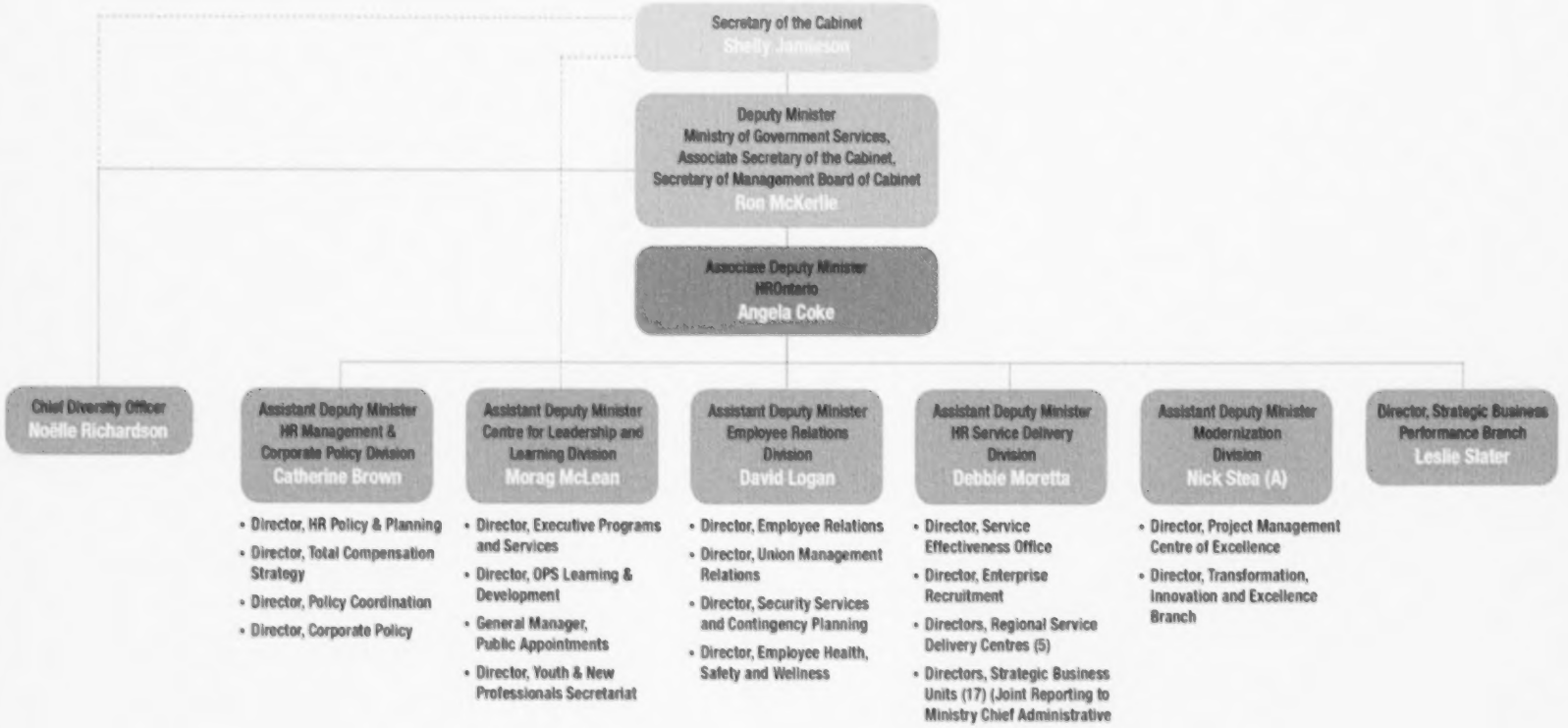
Proportion of OPS employees eligible to retire:



Organizational Charts
PSC Members Chart



HROntario,
Ministry of Government Services


Secretary of the Cabinet
Shelly Jamieson
Deputy Minister
Ministry of Government Services,
Associate Secretary of the Cabinet,
Secretary of Management Board of Cabinet
Ron McKerlie
Associate Deputy Minister
HROntario
Angela Coke
Chief Diversity Officer
Noëlle Richardson
Assistant Deputy Minister
HR Management &
Corporate Policy Division
Catherine Brown
• Director, HR Policy & Planning
• Director, Total Compensation Strategy
• Director, Policy Coordination
• Director, Corporate Policy
Assistant Deputy Minister
Centre for Leadership and Learning Division
Morag McLean
• Director, Executive Programs and Services
• Director, OPS Learning & Development
• General Manager, Public Appointments
• Director, Youth & New Professionals Secretariat
Assistant Deputy Minister
Employee Relations Division
David Logan
• Director, Employee Relations
• Director, Union Management Relations
• Director, Security Services and Contingency Planning
• Director, Employee Health, Safety and Wellness
Assistant Deputy Minister
HR Service Delivery Division
Debbie Moretta
• Director, Service Effectiveness Office
• Director, Enterprise Recruitment
• Directors, Regional Service Delivery Centres (5)
• Directors, Strategic Business Units (17) (Joint Reporting to Ministry Chief Administrative
Assistant Deputy Minister
Modernization Division
Nick Stea (A)
• Director, Project Management Centre of Excellence
• Director, Transformation, Innovation and Excellence Branch
Director, Strategic Business Performance Branch
Leslie Slater

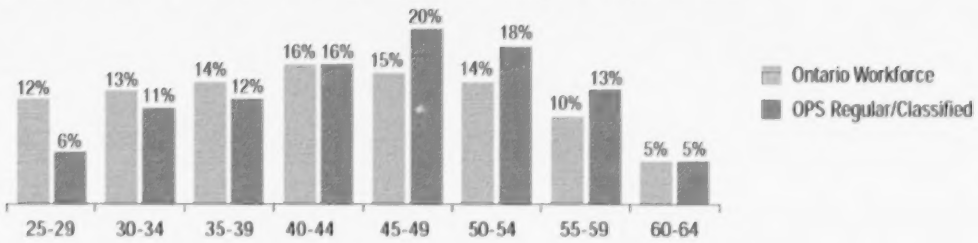
Key HR Themes

THEME 1: LABOUR MARKET

On December 2nd, 2008 the government announced new measures to show restraint in the face of economic uncertainty. The size of the Ontario Public Service (OPS) was frozen at 68,645 Full Time Equivalents (FTEs). As part of the budget tabled on March 26, 2009, the government also announced a 5% reduction in the size of the OPS over the next 3 years. This target will be met through attrition and other measures. Deputy Ministers are expected to ensure that all FTEs are being managed in a manner that is in line with these constraints.

Like the general labour force, the OPS population is also aging, albeit at a slower rate. The age profile of the classified workforce shows a significant bulge in the 45 to 54 age bracket, and most of those aged 55+ have already qualified or are close to qualifying for one of the various retirement factors.

Distribution of Employees by Age Range (Years): OPS vs. Ontario



Twenty-eight percent of senior managers and 25% of middle managers will be eligible to retire within the next five years. Nearly all employees aged 55 plus stay on to retirement, as do the greater majority of those aged 45 plus. The average retirement age has been gradually increasing over the last few years, from 57.7 years in 2004/05 to 59.1 years in 2007/08.

Not everyone retires immediately when they qualify. Indeed, while one in three depart almost immediately (within 6 months), more than two of five employees remain with the organization for more than three years after they qualify to retire.

*Those Employees With an Earliest Retirement Eligibility Date During FY 2005/06 and 2006/2007 Who:		
Retired	FY 2005/06	FY 2006/07/08
Within 6 months	39%	33%
Within 2 Years	56%	51%
Within 3 Years	65%	N/A

*Data in the above table is cumulative, e.g. retired with 2 years includes retired within 6 months.

OPS diversity

Inclusive · Diverse · Equitable · Accessible

With the establishment of the OPS Diversity Office in 2008, Noëlle Richardson was appointed to the role of Chief Diversity Officer. Under her leadership, the Office has developed a new, three-year strategic plan and refined the OPS diversity vision, to guide our journey to become a diverse and inclusive organization that delivers excellent public service and supports all employees to achieve their full potential.

Diversity in the OPS: Driving Change from a Solid Foundation

Every successful journey needs a map to guide the way and the OPS Diversity Strategic Plan is our map, setting out our change management approach, a multi-year planning horizon, and strategic goals and priorities to realize our vision.

The plan does not stand in isolation; it is linked to and nested in other key corporate plans and initiatives such as: the 2008-11 OPS Human Resources Plan, the Public Service of Ontario Act, the OPS Values and the Service Directive.

For the OPS, diversity is more than an HR issue. It needs to be embedded in our various roles as a government – employer, service provider and policy maker/regulator.

Our Diversity Strategic Plan sets out four key strategies to accomplish this:

- Informed, Committed and Competent Leadership
- Behavioural and Cultural Transformation
- Mainstreaming and Integrating Diversity
- Measurement, Evaluation and Reporting

Underpinning and building on these strategies is Outreach and Education, and over the past year much has been achieved to move each of these strategies forward. Some accomplishments are listed here under their respective banners.

"*To fully embrace diversity and inclusion, we have to build it into the very fabric of the OPS. It needs to be part of everything we do as an employer, policy maker/regulator and service provider.*"

- Noëlle Richardson, OPS Chief Diversity Officer

Informed, Committed and Competent Leadership Deputy Ministers have diversity commitments in their performance plans Secretary of the Cabinet Shelly Jamieson focused specifically on diversity and inclusion in most of the speeches she has delivered across Ontario since taking office in January 2008.
Behavioural and Cultural Transformation Seven employee networks have formed. They are voluntary, employee-driven groups focused on building an inclusive organization and removing barriers to full participation In consultation with employees and partners, HRO is reviewing the Workplace Discrimination and Harassment Policy with a goal to ensure it better reflects the needs of the OPS.
Mainstreaming and Integrating Diversity An accessibility lens (to be integrated with a diversity lens) has been developed to identify and remove barriers in policies, programs and services Accessibility and Diversity Communities of Practice were launched as forums for staff to share information, learn from each other and build organizational capacity.
Measurement, Evaluation and Reporting The OPS was named one of the top 100 employers in Canada, one of Canada's Best Diversity Employers for 2008 and 2009 and one of Greater Toronto's top 75 employers We're in the process of finalizing a Diversity Scorecard to measure, track and report on our progress towards achieving the strategic goals.

Accessibility in the OPS: A Leadership Strategy

The Diversity Office is also tasked with enabling an accessible OPS under the Accessibility for Ontarians with Disabilities Act, 2005 (AODA) – legislation that sets out a goal of full accessibility by 2025. The Office is working with ministries to implement the first regulation of the Act: the Accessibility Standard for Customer Service.

Accomplishments to date include:

- The OPS Accessible Customer Service Policy and Accessibility Guideline is the first, comprehensive accessibility policy and resource guide for the OPS
- The Accessibility Transformational Roadmap and Multi-Year Accessibility Plan provide steps, guidelines and timeframes to ensure OPS compliance with the AODA
- An OPS Accessibility Leadership Committee of Deputy Ministers and Assistant Deputy Ministers is leading the journey towards a barrier-free OPS
- An Accessibility Performance Measurement Framework was developed in consultation with an interministerial committee and chief administrative officers
- An enterprise accessibility compliance and performance monitoring/reporting system is in development
- A "May I Help You?" online course is available, increasing awareness of barriers and improving customer service for persons with disabilities.

The mandate of the **OPS Diversity Office** is clear: through excellence and expertise, the Office will help to guide the OPS on its journey to become an organization that lives its values and fully embraces the spirit of Inclusion, Diversity, Equity and Accessibility – an IDEA whose time has come.

THEME 2: RECRUITMENT AND SELECTION

RECRUITMENT MODERNIZATION JOURNEY

Since 2006 the OPS has been modernizing HR to ensure that the OPS can attract, recruit, and retain the best workers in a competitive job market. Accomplishments include establishing five regionally based, end-to-end recruitment service centres for managers.

The centres offer a full suite of technology-enabled recruitment services within an established partnership service standard with hiring managers. The newly centralized recruitment function provides central management and administration of the recruitment function, thereby improving corporate accountability and ensuring a one-employer approach to talent acquisition and deployment. Highlights include comprehensive internet and intranet job posting sites, an on-line application process, and the use of eRecruitment tools to automate much of the recruitment process. These tools help support a 'just in time' recruitment process.

Executive Recruitment

As part of the implementation of the new HR service delivery model, the Centre for Leadership and Learning has built a centralized capacity for executive search, integrated with the Talent Management program.

The enterprise-wide executive talent search service was launched on June 30, 2008. While serving the OPS as one employer, the recruitment process is sufficiently flexible to respond to ministry-specific needs.

To support the OPS Diversity Strategy, executive recruitment is expanding outreach activities to ensure diverse communities are being reached.

Executives with the best leadership abilities and skills (including effective people leadership) are sought after to ensure the successful achievement of the government's key priorities and commitments.

OPS Executives: Current Climate

1800

There are approximately 1800 executives in the Ontario Public Service.

53 YEARS

The average age of executives is 53 years with 20 years of service with the OPS.

28%

28 percent of executives are eligible to retire within the next five years.

300

300 executive competition files in 10 months, of which 178 have concluded with a successful hire to date.

56%

Proportion of Assistant Deputy Ministers who have been in their position for 2 years or less.

Up Next

Executive talent search pool pilot program

Data as at March 31, 2009

Youth and New Professionals

Established in 2005, the Youth and New Professionals Secretariat (YNPS) provides an enterprise-wide approach for attracting, recruiting and retaining future generations of public servants. It manages the marketing and promotion of the OPS to youth and new professionals across the province and provides OPS employment experiences for over 5,500 youth and new professionals each year.

Since its inception YNPS has more than doubled the number of employment programs (from 3 to 7) and has increased the number of employment experiences available each year by 30%.

90 per cent of respondents from the YNPS program evaluation surveys indicate that they would recommend the OPS as a great place to work.

YNPS Mission

The Ontario Internship Program

The Summer Experience Program

The OPS Learn and Work Program for at-risk youth

The Aboriginal Youth Work Exchange Program

Canadian Merit Scholarship Foundation (CMSF) Fellowship

Internationally Trained Individuals (ITI) Internship

Post-Secondary Co-operative Education

OPS Ambassadors Program

In 2008, YNPS continued to build upon a successful marketing campaign and expanded outreach efforts to include piloting innovative marketing and outreach techniques using new social networking technologies. To further build upon the successful outreach events, YNPS launched the OPS Ambassadors Program, a volunteer program aimed at engaging OPS staff to promote why they love working for the OPS. Since its launch, close to 500 Ambassadors have already signed up to participate.

OPS AMBASSADORS PROGRAM QUICK FACTS

Our Marketing Efforts

Throughout the year, we participated in hundreds of OPS outreach events, reaching tens of thousands of Ontarians – a 37 percent increase over last year's activities with as much as 25 percent of these efforts having a diversity-oriented focus.

Our Achievements

In 2008, YNPS launched an innovative virtual career fair on Second Life using new social networking technologies. This project was the recipient of several national and international awards, including the Showcase Diamond Award for Innovation, the National Association of Government Communicators (NAGC) Awards, and the CIO Top 100 Awards for Innovation.

Performance Management and Talent Management

Performance Management

Through employee engagement surveys, staff made it clear that timely and meaningful performance feedback is very important.

Approximately 8,000 senior managers and other non-bargaining staff are now using the performance management (PM) module. Completing a performance and learning plan is now more simple and straightforward, and assists managers with having meaningful conversations with their employees.

Talent Management

Talent Management (TM) is the OPS' strategy to assess, develop and deploy talent to ensure that our employees continue to have the skills and capabilities to deliver quality public services to the people of Ontario. Now entering its fourth year, TM has over 8,000 participants across the province.

TM helps modernize the OPS by integrating recruitment, assessment, performance management, learning and development and incentive awards processes for management employees. We will look to expand the TM to the rest of the workforce in the future.

The investment put into talent management is seeing results:

In 2008-09, 289 enterprise-wide Talent Searches were conducted to supplement recruitment activities and identify potential successors

In 2008, Deputy Ministers met for six days to discuss OPS workforce planning issues, skill strengths and gaps, high-risk positions and potential successors. Over 2,100 potential successors were identified for various positions through TM. Almost 220 individuals were identified as potential successors for over 160 ADM positions.

Five key TM Action Plan teams, led by Deputy Ministers were also established:

Regional Talent Management Strategies
Policy Capacity
Best Practices
OPS Diversity Strategy
Embedding Talent Management in the Organization.

THEME 3: CAREERS IN PUBLIC SERVICE AWARENESS

OPS Employment Branding: OPS as Employer of First Choice

A career in the OPS provides tremendous opportunity for staff to contribute to their communities and positively impact the lives of about 13 million Ontarians. We offer a wide range of careers, learning and development opportunities, along with competitive compensation and great benefits including comprehensive pension benefits.

We will continue to differentiate the OPS from other employers so that we can attract and retain talented individuals from diverse communities who share our values and are engaged by the prospect of providing high quality public service to Ontarians.

How Will We Know When the OPS is An "Employer of First Choice"?

OPS is the place to make a difference, contribute to society in a meaningful way, and affect the quality of life for about 13 million Ontarians
We have a reputation for service excellence, innovation, high performance and results
We have a vast array of careers and opportunities for learning, career growth and advancement
The OPS reflects, at all levels, the diversity of Ontario and is an inclusive, fair, accommodating and respectful workplace
Employees are highly engaged (satisfied with their jobs and committed to the organization and its goals) with a strong sense of community and pride in public service
Current employees would recommend the OPS as a great place to work

THEME 4: HR GOVERNANCE

In order to be a dynamic and efficient public service, it is essential that we have the right supports in place. A strong HR governance model to support our business and our employees in delivering high-quality, cost-effective public service is essential.

To further enhance our HR governance model, the OPS has undertaken the following:

2008 – 2011 HUMAN RESOURCES PLAN FOR THE OPS

Designed for action, the HR Plan outlines how we will continue to make the OPS an employer of choice and a great place to work. It builds on the 2005-08 HR Plan, providing the framework for HR priorities and how we should go about achieving those priorities. The plan serves as a marketing tool and component of the OPS brand, an onboarding reference for new employees, a managers' tool, and a handbook for employees. The emphasis on diversity and inclusion underpins the plan and sets a direction that imbeds the concept of respect for others throughout the organization's HR initiatives.

FULL IMPLEMENTATION OF HR SERVICE DELIVERY TRANSFORMATION

Focus: Support Ministry Executives in translating business strategies into people strategies to achieve business results
Strategic Ministry HR Services
Enterprise Centres of Expertise
Clients
Common Regionally Based HR Services
Focus: Development of policies and programs that make the OPS an "employer of choice"; employer services
Focus: One-employer, horizontal HR services, supports and information delivered regionally

2008 saw significant changes to the HR service delivery system in the OPS as we completed the move to a more integrated, horizontal, one-employer approach.

The OPS HR service delivery transformation resulted in a move from a structure with:

- 17 separate HR branches supporting 24 line ministries
- Inconsistent support to line managers
- Little to no direct support to employees

To a model of horizontal HR organization aligned to:

- Support the OPS as one employer enterprise-wide
- Provide a consistent set of regionally delivered common HR services accessible to all line managers and staff
- Provide lean ministry-based strategic HR units focused on aligning business and people strategies
- Deliver best-in-class HR services to ensure that the OPS has the right people, in the right place, at the right time to achieve government priorities and ministry business results

This transformation affected over 950 HR staff across the OPS directly and more than 68,000 employees indirectly.

Over the next year, supports and strategies for HROntario will stabilize operations, shift the culture to focus on service excellence and collaboration, measure the effectiveness of the new approach to service delivery and develop professional capacity. As we move forward, the OPS will review the current HR management framework to ensure it is modern, efficient and meets the needs of the organization.

Modernizing the Human Resources Management Framework

Work to modernize the OPS HR management framework is underway. The HR Management Directive (1999) and many of its supporting policies require a substantive review as a result of significant change drivers. The OPS has a renewed modern public service vision that demands a revitalized human capital policy framework. The transformed HR organization has also presented new challenges and opportunities.

In addition, our new legislative framework – the *Public Service of Ontario Act (PSOA) 2006* has redefined how the public service is managed. The directive and framework review will provide strategic direction for managing public servants and establish a modernized HR policy framework that will reflect current statutes, organizational values and principles, and support the revisioning of enterprise HR strategies, directives, policies, procedures, standards and guidelines. This work will create opportunities to rethink how we structure and communicate policy statements, principles and mandatory requirements.

THEME 5: EMPLOYEE ENGAGEMENT

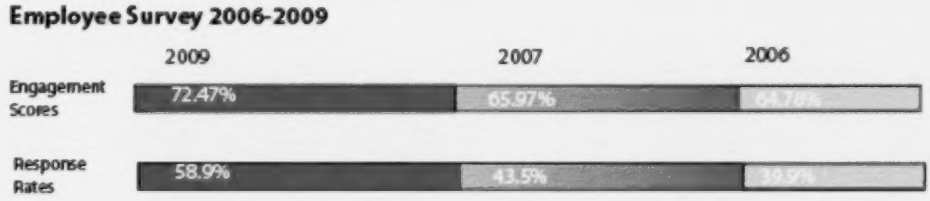
As a modern organization we must continuously improve the delivery of quality public services and increase customer satisfaction. To do this, we have to improve employee engagement – that is, increase job satisfaction and commitment to the organization and its goals.

2009 Employee Survey

The 2009 Employee Survey was conducted with a focus on improving employee engagement. This is our second OPS-wide survey following the first in 2007 and a representative sample survey in 2006.

We wanted to know if our employees thought we were hitting the mark in key areas. Do they feel supported in their work? Are they getting the leadership to allow them to excel and grow in the work they do? Reaching all employees was a significant undertaking and an important one. Hearing what staff has to say about their organization is vital to making improvements in the way services are delivered and employees are supported.

Almost 42,000 employees completed the confidential survey representing a participation rate of 58.9 per cent, up from 43.5 per cent in 2007, and 39.9 per cent in 2006.



Deputy ministers and assistant deputy ministers will present their ministry and divisional results to staff during the Summer and Fall of 2009 and will proceed to develop and implement action plans to address ministry-specific issues.

What did we learn from the 2009 OPS Employee Survey?

In general, employees told us that they are fairly satisfied and reasonably engaged in their jobs. Our 2009 OPS employee engagement score is 72.47 out of 100 points, a significant increase over 65.97 out of 100 points in 2007, and 64.78 out of 100 points in 2006.

There are significantly fewer employees with low engagement scores (from 23 per cent in 2006 to 13 per cent in 2009), and more employees with high engagement scores (from 34 per cent in 2006 to 51 per cent in 2009).

The top priority areas for improvement for the OPS have shifted slightly in emphasis from 2007 and 2006:

- Leadership practices
- Opportunities for growth and advancement
- Organizational communications
- Fair HR practices
- Learning and development opportunities

Diversity/Inclusiveness and the OPS Employee Survey
While not a "diversity" initiative in itself, the OPS Employee Surveys capture data that measure the engagement of various groups in the OPS.

For 2009, we expanded the demographic section of the questionnaire that had included age, gender, visible minority, disabled, Aboriginal and francophone categories in 2007 and 2006, by asking employees to also self-identify themselves according to race, ethnicity, religion, sexual orientation, dependant care and education. These enhanced demographics will help to inform and support the implementation of the OPS diversity/inclusiveness strategy.

Employees will be able to have their say in a survey every other year, with the next survey planned for the Spring of 2011.

Results from previous Employee Surveys have helped to shape the OPS HR Plan and have resulted in a number of key initiatives aimed at increasing employee engagement, including:

Wellness Strategy

Research shows that wellness initiatives in the workplace go a long way to increasing the engagement of employees. Our new Wellness Strategy is designed to enhance existing health, safety and wellness programs and introduce new initiatives to respond to emerging issues. The strategy includes both enterprise and ministry activities aimed at:

Aligning legislative requirements, policies, programs and services for health, safety and wellness
Promoting stronger and more visible leadership
Reinforcing employee responsibility for personal wellness
Strengthening wellness partnerships across business areas and at all levels.

Inclusive Work Environment

To engage and develop the full potential of every employee, the OPS must provide career opportunities and a work environment that encourages the best from everyone. The OPS values the different backgrounds, orientations and skills of all our employees and the organization encourages the different insights and perspectives that all members of our diverse workforce bring to the work they do.

To support continuing excellence in workplace inclusion, HROntario is reviewing two enterprise-wide HR policies – the Equal Opportunity Operating Policy and the Workplace Discrimination and Harassment Prevention Policy with a goal to establish a policy framework that fosters and sustains an inclusive and respectful work environment, free from discrimination and harassment. Updated policy direction will be communicated in the 2009/10 fiscal year. Work is also planned to review and refresh policies to support the implementation of the *Accessibility for Ontarians with Disabilities Act, 2005 (AODA)* in the OPS.

Flexible Work Arrangements

Societal changes have contributed to rising interest in flexible work arrangements. An increasing number of workers have family care responsibilities. Generation "X" and "Y" employees are seeking technology-enabled mobility and collaboration (Generally, Generation "X" is born between the years of 1965 – 1981 and Generation "Y" is born between the years of 1981 – 1995). The increased interest in greening initiatives has given rise to demands for reduced commuting and work-related travel. There is also growing interest to facilitate the transition of older workers to retirement by providing flexible work options.

To remain competitive, the OPS must offer options that support our operational goals while providing a level of work/life balance that meets the needs of employees and optimizes their engagement and productivity.

As a result, a key commitment of the OPS HR Plan is the development of a flexible work strategy that positions the organization as an employer of first choice and meets the needs of a diverse workplace by providing for flexibility in when, where, and how works gets done.

Frontline Service-Delivery Staff Engagement

In April 2009, the OPS launched a corporate Service Excellence Campaign to build employee engagement and encourage service excellence amongst staff. The campaign is intended to build awareness and enthusiasm among all employees about the value and importance of service excellence to both external and internal clients. The campaign invites staff to share their stories and experiences related to service excellence.

Following the receipt of the 2009 Employee Survey results, further analysis and action plans will be undertaken with respect to the engagement scores for front-line service delivery staff.

Learning and Development

In 2008/09, OPS Learning and Development provided a diverse range of enterprise learning opportunities to staff. Approximately 50,000 employees participated in programs, and there was a 100% increase in our e-learning with over 20,000 employees completing an e-learning module or attending a webcast.

We continue to build and expand our programming, with an emphasis on five enterprise learning priorities:

Leader-Manager Development
Diversity and Inclusion
Service Leadership
Policy
Communication Skills

THEME 6: LABOUR RELATIONS

Total Compensation

Pensions

In general, strategies for funding OPS pension plans are based on a long-term outlook, however short-term market fluctuations can sometimes affect the funding level of a plan. OPS pension plans experienced investment losses in 2008 as a result of the recent economic downturn.

Actuarial valuations for the year ending December 31, 2008 will be performed for OPS plans in order to determine their funding position. It is expected that investment losses will affect the funding levels of both pension plans.

Benefits

We are taking a long-term, future-oriented approach to benefits plan administration, and are exploring options and alternatives that could include structural plan redesign, benefit tradeoffs and cost-shifting. Communication, heightened employee awareness and engagement, transparency, and shared responsibility are key themes underlying our efforts to create adaptable benefit plans that will have continued relevance for our employees.

Centre for Employee Relations

The launch of the Centre for Employee Relations on April 1, 2008 centralized more than 70 labour relations experts from across the OPS. The Centre provides solutions to labour relations issues by working effectively across the HR community with ministries and bargaining agents, fostering positive labour relations, and demonstrating value through measured performance and results.

Here are some **highlights** from the past year:

Reached final agreements with three bargaining agents to modernize the Labour Relations framework, representing a significant achievement in support of the ongoing transformation of the OPS into a modern, flexible and adaptable organization.

Two new Labour Relations Training curricula.

Grievance Management Training sessions for HR staff, and related guidelines, tools and templates were developed in support of dispute management and resolution.

Extensive consultations that culminated in significant revisions to the employer's Disclosure Directive for bargaining agents.

Centre for Employee Health, Safety and Wellness

The Centre for Employee Health, Safety and Wellness was also established on April 1st, 2008 to provide effective, efficient and consistent enterprise-wide advice and services.

Accomplishments include:

Guides for managing work refusals, discrimination and harassment complaints, and workplace accidents/incidents.

Employee programs including an On-Line Ergonomics Tool and Summer Hazards Awareness Program.

Implementing the Workplace Safety and Insurance Management System for case management across all ministries.

Security Services and Contingency Planning

HROntario recruitment process includes the requirement for security screening (including police record checks) of individuals being considered for employment in certain positions of trust, including employees whose jobs involve working with identity documents (e.g. birth certificates), payroll, and sensitive IT systems. In 2008 the Branch conducted about 3,600 security checks.

The Branch also oversees the OPS Contractor Security Screening Operating Policy, which applies to all non-OPS workers who may be contracted to deliver services in all ministries and agencies. In 2008 the Branch conducted about 4,500 contractor security checks.

Union Management Relations

The Union Management Relations (UMR) Branch focuses on building a positive, collaborative bargaining agent/management work environment, while leading activity on all collective agreement negotiations in the OPS.

Bargaining Group	% of Workplace		Non-bargaining Group	% of Workplace
OPSEU	54%		MCP	10%
AMAPCEO	15%		SMG/ITX	3%
OPPA	12%		Other	3%
ALOC/OCCA	2%			
PEGO	1%			

Accomplishments in the past year include:

Collective agreements with:
Provincial Schools Authority Teachers (PSAT),
Ontario Public Service Employees' Union (OPSEU),
Ontario Provincial Police Association (OPPA),
Association of Management, Administrative Professional Crown Employees of Ontario (AMAPCEO),
Association of Ontario Physicians and Dentists in the Public Service (AOPDPS).

UMR has also recently reached a tentative agreement with the Association of Law Officers of the Crown / Ontario Crown Attorneys' Association (ALOC / OCAA), which is still subject to ratification by both parties. As of the date of the writing of this report, the branch was engaged in collective bargaining with the Professional Engineers of the Government of Ontario (PEGO). The PEGO collective agreement expired on June 30, 2009.

Highlights of Other Initiatives

OPS Green Office

The OPS Green Office is a critical component to the government's overall climate change strategy, providing a key leadership role coordinating the many exciting initiatives involved in "greening" the OPS.

The OPS Green Office will identify and champion sustainable policy options, lead tracking and reporting of sustainability initiatives, ensure employee engagement/education and stakeholder management as it relates to sustainability initiatives across the OPS.

The OPS Green Office has been mandated to:

Ensure that long-term strategies and supports are in place to support the Climate Change Secretariat and to ensure that the OPS reduces its environmental "footprint" in all areas
Ensure strategies and initiatives can be sustained into the future and can be rigorously measured and reported
Engage staff in transforming the OPS into a green organization
Ensure that sustainability initiatives drive operational efficiencies and support the transformation of the Ontario economy.

In addition, this team will drive cultural and behavioural change across the OPS, helping us to make greener, more sustainable choices as individuals, as a business, and as an organization.

Appendices

Appendix I: 2009 Employee Engagement Survey Placemat

Appendix II: Ontario Public Service Staff Strength Reports

Appendix I

2009 Employee Engagement Survey Placemat

Summary of the 2009 OPS Employee Survey Results

This summary reports the favourable responses (strongly agree/agree) for each question in the 2009 OPS Employee Survey. Employees were surveyed February 23 – March 27, 2009. The survey was conducted by Ipsos Reid.

OPS Employee Engagement Index: 72.47

2009 OPS Response Rate

Overall **58.9%** (41,604 respondents)

Feedback on Communication and Actions Related to the Employee Survey Results

2007 Results Communicated
Yes **50%** No **20%** Don't Know **30%**

Awareness of Actions Taken
Yes **21%** No **40%** Don't Know **39%**

Confidence that results from the 2009 Employee Survey will be addressed **29%**

2009 Top Improvement Priorities

1. Leadership Practices
2. Opportunities for Growth and Advancement
3. Organizational Communication
4. Fair HR Practices
5. Learning and Development Opportunities (at par with Fair HR Practices)

Key Engagement Indicators

I am satisfied with my job	67%
I am satisfied with my ministry	57%
Overall, I am satisfied in my work as an OPS employee	67%
I am proud to tell people I work for the OPS	66%
I am proud to work for my ministry	74%
I would prefer to stay with the OPS, even if offered a similar job elsewhere	67%
I am inspired to give my very best	72%
I would recommend the OPS as a great place to work	67%
I strive to improve my ministry's results	83%

Leadership Practices

My ministry is on the right track in its planning for the future	47%
I have confidence in the senior leadership of my ministry	48%
Senior leadership in my ministry makes timely decisions	38%
Senior leadership of my ministry is genuinely interested in the well-being of employees	42%
Senior leadership in my ministry provides clear direction	39%

Opportunities for Growth and Advancement

I am satisfied with the way my career is progressing in the OPS	52%
I have opportunities for career growth within the OPS	47%

Organizational Communication

There is good communication between my work unit and other areas that we are involved with	51%
In my work unit, the right information gets to the right people at the right time	45%
Essential information flows effectively from senior leadership to staff	36%
Essential information flows effectively from staff to senior leadership	37%

Fair HR Practices

Hiring, promotion and other staffing processes in my ministry are fair and free from favouritism	34%
Hiring, promotion and other staffing processes in my ministry are conducted in an open manner	38%
The OPS hires and promotes people based on their skills, abilities and experience	51%
My ministry actively supports a diverse workplace	66%
The OPS demonstrates its commitment to diversity in the workplace	64%
My most recent performance appraisal reflects my performance	61%

Learning and Development Opportunities

I feel that I am always learning something new in my job	61%
My ministry supports my work-related learning and development	57%
The quality of training and development I have received is very good	52%
The amount of training and development I have received has met my needs	46%

Recognition

My ministry does a good job formally recognizing its employees	38%
I receive meaningful recognition for work well done	51%

Work/Life Balance

I have support at work to balance my work and personal life	57%
I get support for my participation in volunteer activities in my community	53%
I believe that senior leadership of my ministry is committed to a healthy work-life balance for employees	43%

HRontario

Service Excellence Office,
Modernization Division, HROntario
Ministry of Government Services

Ontario

Summary of the 2009 OPS Employee Survey Results

This summary reports the favourable responses (strongly agree/agree) for each question in the 2009 OPS Employee Survey. Employees were surveyed February 23 – March 27, 2009. The survey was conducted by Ipsos Reid.

Independence and Innovation

I have the independence I need to make decisions about my daily work	66%
Innovation is valued in my work unit	53%
I have opportunities to provide input into decisions that affect my work	57%
I feel free to express opinions that diverge from those of management without fear of reprisal	49%

Quality of Service Provided

I have support at work to provide a high level of service	59%
The work I do gives citizens good value for their tax dollars	76%
People in my work unit place a high value on providing good service to our clients	75%
My work unit is making an effort to improve service quality	68%
The service my work unit provides meets the needs of diverse clients	64%
In my work unit, we measure and monitor to make sure that we are meeting our goals	59%
In my work unit, we provide timely service to our clients	70%

Job Fit

My work provides me with the right level of challenge	61%
My job is a good *fit* with my skills and interests	67%

Clear Expectations and Direction

I clearly understand the mandate and goals of my ministry	73%
I know how my work contributes to the achievement of my ministry's goals	75%

Direct Supervision

I have a positive working relationship with the person I report to	78%
The person I report to is an effective leader	62%
The person I report to keeps me informed of things that I need to know	62%
The person I report to consults me on decisions that affect my work	62%
The person I report to treats me fairly	75%
The person I report to gives me constructive feedback on my work	63%
Managers in my area make timely decisions	49%
I am satisfied with the quality of supervision I receive	67%

Orientation/On-Boarding

Overall, I was satisfied with the orientation I received for this job	46%
I received all the information I needed about the nature of the work I would do	46%

Support & Tools

I have the technology, equipment, and other tools I need to do my job well	60%
My physical work environment allows me to contribute fully to my job	63%

Workplace Culture/Morale

People in my work unit take pride in their work	72%
The morale in my work unit is low	30%

Safety and Well-Being

I have a healthy and safe work environment	65%

Co-Worker Relationships

I have positive relations with my co-workers	84%
The people I work with value my ideas and opinions	64%

Performance Barriers

I experience too much stress and anxiety at work	28%
I spend too much time working below my abilities	25%

Commitment to Public Service

Serving the public good is a very important factor in my decision to work for the OPS	76%

Discrimination

I have experienced discrimination in my work unit in the past 12 months	14%

Performance Appraisal

Had a performance appraisal in past 12 months	74%
My performance appraisal reflects my performance	61%
I have a written learning plan	76%

HROntario

Service Excellence Office,
Modernization Division, HROntario
Ministry of Government Services

Ontario

Appendix II

Ontario Public Service Staff Strength Reports

Ontario Public Service Total Staff Strength (2008-2009)

Regular/Classified	57,272
Fixed Term/Unclassified	9,296
Crown	1,216
TOTAL	**67,784**

Please note: due to rounding to whole numbers, individual numbers may not add up to the total

Regular/Classified Service by Geographic Location Summary (2008-2009)

Central	33,565
East	8,304
North	7,932
West	10,077
***TOTAL**	**59,877**

* This number includes 2,605 employees receiving Long Term Income Protection.

Ontario Public Service Total Staff Strength (2008 - 2009)

		Regular/ Classified	Fixed Term/ Unclassified	Crown	TOTAL
2008	April	57,482	10,136	1,288	68,907
	May	57,563	13,430	1,293	72,286
	June	57,714	15,347	1,279	74,340
	July	57,841	16,746	1,209	75,795
	August	57,831	15,525	1,198	74,553
	September	58,039	12,038	1,270	71,348
	October	58,191	10,772	1,279	70,242
	November	58,303	10,347	1,282	69,932
	December	57,181	9,976	1,305	68,462
2009	January	57,251	9,457	1,255	67,963
	February	57,242	9,625	1,228	68,095
	March	57,272	9,296	1,216	67,784

OPS Staff Strength Regular/Classified Service, includes Ontario Provincial Police and Security Guards. For the Fixed Term/Unclassified Service, Minister's Staff are also included. Provincial Auditor, Ombudsman, Legislative Assembly, Chief Election Officer, Ontario Lottery and Gaming Corporation and Workers' Compensation Appeals Tribunal staff are excluded from OPS Staff Strength.

Annual Reports prior to the fiscal year, 1991-2, contained head counts of OPS employees. A part-time employee was reported as one employee regardless of hours worked. Since the 1991-92 report, hours worked by part-time employees have been converted to full-time equivalents and reported as such. Head counts are used to count full-time employees.

Employees receiving Long Term Income Protection are excluded from the Staff Strength statistics but are included in all the other tables in this report. The number of employees on Long Term Income Protection as of March 31, 2009 was 2,605.

Fixed Term/Unclassified staff consists of full-time and part-time OPS Fixed Term/Unclassified Service, Minister's staff.

Regular/Classified Service by Geographic Location (2008-2009)

Central	
Durham	2,571
Halton	1,183
Muskoka	301
Peel	1,827
Simcoe	3,133
Toronto	23,726
York	791
Address Information Unavailable	33
Subtotal	**33,565**

East	
Frontenac	1,821
Haliburton	67
Hastings	337
Kawartha Lakes	669
Lanark	701
Leeds and Grenville	427
Lennox and Addington	286
Northumberland	359
Ottawa-Carleton	1,454
Peterborough	1,165
Prescott and Russell	205
Prince Edward	162
Renfrew	307
Stormont, Dundas and Glengarry	345
Subtotal	**8,304**

North	
Algoma	1,154
Cochrane	755
Kenora	793
Manitoulin	59
Neebing Township	29
Nipissing	1,297
Parry Sound	173
Rainy River	179
Sudbury	1,498
Thunder Bay	1,781
Timiskaming	213
Subtotal	**7,932**

West	
Brant	291
Bruce	172
Chatham-Kent	368
Dufferin	84
Elgin	296
Essex	730
Grey	286
Haldimand-Norfolk	486
Hamilton-Wentworth	1,384
Huron	304
Lambton	340
Middlesex	2,317
Niagara	1,155
Oxford	179
Perth	163
Waterloo	535
Wellington	985
Subtotal	**10,077**

TOTAL	**59,877**

Regular/Classified Service by Ministry (2008-2009)

Aboriginal Affairs	117
Agriculture and Food	877
Attorney General	6,549
Cabinet Office	203
Children and Youth Services	2,113
Citizenship and Immigration	278
Community and Social Services	4,496
Community Safety	9,123
. Correctional Services	6,345
Culture	108
. Ontario Heritage Trust	45
. Ontario Media Dev Corporation	47
. Ontario Science Centre	227
Economic Development and Trade	271
Education	1,260
Energy	121
. Public Infrastructure Renewal	126
Environment	2,086
. Ontario Clean Water Agency	622
Finance	1,181
. Financial Services Commission	420
. Ontario Financing Authority	161
Francophone Affairs	21
Government and Consumer Services	5,779
Health and Long-Term Care	3,801
Health Promotion	121
Labour	1,377
Lieutenant Governor	4
Municipal Affairs and Housing	707
Natural Resources	3,185
Northern Development and Mines	408
Office of the Premier	1
Research and Innovation	114
Revenue	2,244
Small Business and Entrepreneurship	102
Tourism	123
. Ontario Place	55
. St. Lawrence Parks Commission	47
. Ontario Tourism Marketing Partnership Corporation	88
Training, Colleges and Universities	1,217
Transportation	3,710
TOTAL	**59,877**

OPP Uniformed Staff are reported in the figures for Community Safety and Correctional Services. They consist of 5,752 as of March 31, 2009.
Niagara Escarpment Commission is included in Ministry of Natural Resources.
Not all agencies and commissions are listed separately. Those unlisted are included in the associated ministries.

Regular/Classified Service by Age Intervals (2008-2009)

Under 25	524
25 - 34	9,681
35 - 44	15,896
45 - 54	22,274
55 - 64	11,052
65 and over	449
TOTAL	**59,877**

Regular/Classified Service by Staff Type (2008-2009)

Regular	55,234
Probationary	4,643
TOTAL	**59,877**

Regular/Classified Service by Gender (2008-2009)

Males	26,793
Females	33,084
TOTAL	**59,877**

Regular/Classified Service by Salary Intervals (2008-2009)

Under $30,000	80
$30,000 - $39,999	1,314
$40,000 - $49,999	14,094
$50,000 - $59,999	6,342
$60,000 - $69,999	13,059
$70,000 - $79,999	11,014
$80,000 - $89,999	6,595
$90,000 - $99,999	2,801
$100,000 and over	4,577
TOTAL	**59,877**

Appointments to the Regular/Classified Service By Month (New Hires and Fixed Term/Unclassified to Regular/Classified) Full and Part-Time Staff (2008-2009)

	New Hires	Fixed Term/Unclassified to Regular/Classified
April 2008	126	180
May	139	173
June	141	214
July	86	260
August	101	165
September	233	232
October	161	213
November	101	209
December	85	190
January 2009	257	190
February	65	149
March	99	123
TOTAL	**1,594**	**2,299**

Appointments to the Regular/Classified Service By Salary Intervals (New Hires and Fixed Term/Unclassified to Regular/Classified) Full and Part-Time Staff (2008-2009)

	New Hires	Fixed Term/Unclassified to Regular/Classified
Under $40,000	24	104
$40,000 - $49,999	497	841
$50,000 - $59,999	209	452
$60,000 - $69,999	265	488
$70,000 - $79,999	295	208
$80,000 - $89,999	150	112
$90,000 - $99,999	68	34
$100,000 and over	87	60
TOTAL	**1,594**	**2,299**

Appointments to the Regular/Classified Service By Age Intervals (New Hires and Fixed Term/Unclassified to Regular/Classified) (2008-2009)

	New Hires	Fixed Term/Unclassified to Regular/Classified
Under 25	164	219
25 - 34	612	1,107
35 - 44	491	519
45 - 54	246	338
55 - 64	82	104
65 and over		12
TOTAL	**1,594**	**2,299**

Appointments to the Regular/Classified Service By Appointment Type and Gender (2008-2009)

	Males	Females	Total
New Hires	888	706	1,594
Fixed Term/Unclassified to Regular/Classified	877	1,423	2,299
Total	**1,765**	**2,129**	**3,894**

Exits from the Regular/Classified Service By Salary Intervals (2008-2009)

Under $40,000	85
$40,000 - $49,999	1,011
$50,000 - $59,999	990
$60,000 - $69,999	751
$70,000 - $79,999	542
$80,000 - $89,999	447
$90,000 - $99,999	256
$100,000 and over	242
TOTAL	**4,323**

Exits from the Regular/Classified Service By Age Intervals (2008-2009)

Under 25	44
25 - 34	514
35 - 44	799
45 - 54	1,319
55 - 64	1,425
65 and over	222
Total	**4,323**

Exits from the Regular/Classified Service By Years of Regular/Classified Service (2008- 2009)

Years of Regular/Classified Service	Exits
Less than 1 year	107
Less than 2 years	133
Less than 3 years	167
Less than 4 years	160
Less than 5 years	139
Less than 6 years	181
Less than 7 years	177
Less than 8 years	200
Less than 9 years	249
Less than 10 years	131
Less than 15 years	318
Less than 20 years	415
Less than 25 years	715
Less than 30 years	491
Less than 35 years	532
35 years or more	208
TOTAL	**4,323**

Exits from the Regular/Classified Service By Reason and Gender (2008-2009)

	Males	Females	TOTAL
Retirement	726	673	1,399
Dismissal	32	8	40
Release	80	245	325
Resignation	1,005	1,449	2,454
Death	55	49	104
TOTAL	**1,899**	**2,424**	**4,323**